

Minutes of the meeting of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, November 14, 2014 at the hour of 8:00 A.M. at 1900 West Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I. Attendance/Call to Order

Acting Chairman Butler called the meeting to order.

Present: Acting Chairman Hon. Jerry Butler and Directors Lewis M. Collens; Ric Estrada; Ada Mary Gugenheim; Emilie N. Junge; Wayne M. Lerner, DPH, FACHE; Carmen Velasquez; and Dorene P. Wiese (8)

Absent: Chairman M. Hill Hammock (1)

Additional attendees and/or presenters were:

Debra Carey – Chief Operating Officer, Ambulatory Services

Peter Daniels – Chief Operating Officer, Hospital-Based Services

Douglas Elwell – Deputy CEO of Finance and Strategy, Interim Deputy CEO of Operations

Steven Glass – Executive Director of Managed Care

Randolph Johnston – Associate General Counsel

John O'Brien, MD – Director of Professional Education

Elizabeth Reidy – System General Counsel

Deborah Santana – Secretary to the Board

Joyce Schoonover – System Director of Risk Management

John Jay Shannon, MD – Chief Executive Officer

II. Public Speakers

Acting Chairman Butler asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speakers:

1. Lee Kidd Patient
2. George Blakemore Concerned Citizen

III. Employee Recognition

Dr. John Jay Shannon, Chief Executive Officer, indicated that there were no specific employee recognitions to present for this meeting.

IV. Board and Committee Reports

A. Minutes of the Board of Directors Meeting, October 31, 2014

Director Lerner, seconded by Director Velasquez, moved the approval of the Minutes of the Board of Directors Meeting of October 31, 2014. THE MOTION CARRIED UNANIMOUSLY.

B. **Minutes of the Human Resources Committee Meeting, November 7, 2014

Director Wiese, seconded by Director Velasquez, moved the approval of the Minutes of the Human Resources Committee Meeting of November 7, 2014. THE MOTION CARRIED UNANIMOUSLY.

IV. Board and Committee Reports (continued)

C. Minutes of the Finance Committee Meeting, November 7, 2014

• Contracts and Procurement Items

It was noted that Contract Compliance has completed review of all of the contracts considered at the November 7th Finance Committee Meeting, with the exception of request number 2; therefore, request number 2, under the Contracts and Procurement Items, is being withdrawn from consideration at this time.

Director Wiese, seconded by Director Lerner, moved the approval of the Minutes of the Finance Committee Meeting of November 7, 2014, with the exception of request number 2 under the Contracts and Procurement Items contained within the Minutes, which was withdrawn. THE MOTION CARRIED UNANIMOUSLY.

V. Action Items

A. Contracts and Procurement Items

There were no Contracts and Procurement Items presented directly for the Board's consideration.

B. Any items listed under Sections IV, V and VIII

VI. Report from Chairman of the Board

Acting Chairman Butler indicated that he did not have a report to present at this time.

VII. Report from Chief Executive Officer

Dr. Shannon provided an update on several subjects; detail is included in Attachment #1. The Board reviewed and discussed the information.

A. Central Campus Redevelopment (Attachment #2)

Debra Carey, Chief Operating Officer of Ambulatory Services, and Peter Daniels, Chief Operating Officer of Hospital-Based Services, provided an overview of the information contained in the Central Campus Redevelopment update. Douglas Elwell, Deputy Chief Executive Officer (CEO) of Finance and Strategy and Interim Deputy CEO of Operations, provided additional information. The Board reviewed and discussed the information.

Director Estrada inquired regarding coordination efforts with the Illinois Medical District (IMD). Ms. Carey stated there will be a lot of coordination with the IMD on this project; she added that the IMD has been involved since this process began. Director Estrada stated that, when he served as a member of the Illinois Medical District Commission, one of the big issues that they dealt with was how to help the overall community/West Side, and how folks in that community can be assured that they will have the opportunity to have access to the jobs that will be created. Ms. Carey assured him that this is part of the discussions.

VII. Report from Chief Executive Officer

A. Central Campus Redevelopment (continued)

In response to comments from Director Velasquez regarding parking issues on the Campus, Mr. Daniels stated that part of the early stage requirements of the Request for Proposals (RFP) will be an assessment and overall parking plan; the goal is to have a uniform approach throughout the entire System.

Director Wiese inquired regarding how signage will be reviewed under these plans. Mr. Daniels responded that it is a part of the project; it will be reviewed early in the planning process and during the construction process.

Director Lerner inquired regarding the timeline for the project. Ms. Carey stated that the final responses to the RFP are expected in May 2015. There will be a committee that will be responsible for review and approval of the final responses; she anticipates that review and approval will take place in the summer of 2015. The administration would like to have the “shovel in the ground” by the end of 2015; however, that depends on several factors. Dr. Shannon stated that, with regard to the construction timeline, what has been mentioned is eighteen (18) months. He stressed the importance and urgency as it relates to the Fantus Building; that is the point of maximal urgency, and that will be the impetus that will drive the administration to push the developer and all parties involved to move quickly along. It will require constant pressure to get it done. Director Lerner indicated that receiving timeline updates would be helpful.

Director Lerner stated that he is less concerned at this stage with specific locations and outcomes than he is about process. For example, with regard to storage needs for the Campus, he asked whether there will be some type of organized planning done to determine whether good use is being made of the current space, to look at the number of steps between Point A and Point B, etc. Ms. Carey responded that the process of addressing those issues in detail will be under the responsibility of the developer. Mr. Daniels indicated that many factors such as those mentioned by Director Lerner will be considered during the planning process. He stated that what the administration has now is a very high-level assessment; they are really only in the inventory stage at this point.

Director Lerner stated that, since the Board does not have a committee directly relating to capital planning, it should consider how it will review the ongoing process to effectively provide oversight.

Director Lerner inquired whether capacity planning for the number of patients who utilize inpatient services at Stroger Hospital will be included in the review. Ms. Carey responded that there is not an intent to re-do or restructure the inpatient units; however, certain aspects of inpatient services will have to be considered as they relate to Ambulatory services. Dr. Shannon stated that the administration is trying to keep the intensity of focus on Ambulatory services at the present time. This includes focusing on what is needed to replace or find new space for services currently being provided in the Fantus Building. Twelve (12) years have passed since the base of Stroger Hospital has been used as an Ambulatory site; it has grown and contracted in many ways since planned for in the mid-1990s - that will be the part of the consideration around Stroger Hospital.

Director Lerner stated that he appreciates the focus on Ambulatory services, without a doubt; however, he stated that what is being created here is a system – a system that runs all the way from what he calls “pre-primary” care through post-acute care. The planning process has to undertake the question of what should be on this Campus versus what should be part of the distributed network that is being created by the System. Additionally, they should consider the likely implications for inpatient capacity as a result of this focus on a continuum of care that includes both before hospitalization and after hospitalization care.

Director Collens, seconded by Director Velasquez, moved to receive and file the Report from the Chief Executive Officer and Central Campus Redevelopment update. THE MOTION CARRIED UNANIMOUSLY.

VIII. Closed Meeting Items

- A. Claims and Litigation**
- B. Discussion of personnel matters**
- C. Minutes of the Human Resources Committee Meeting, November 7, 2014**

Director Wiese, seconded by Director Estrada, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting,” 5 ILCS 120/2(c)(12), regarding “the establishment of reserves or settlement of claims as provided in the Local Governmental and Governmental Employees Tort Immunity Act, if otherwise the disposition of a claim or potential claim might be prejudiced, or the review or discussion of claims, loss or risk management information, records, data, advice or communications from or with respect to any insurer of the public body or any intergovernmental risk management association or self insurance pool of which the public body is a member,” and 5 ILCS 120/2(c)(17), regarding “the recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals for a hospital, or other institution providing medical care, that is operated by the public body.”

On the motion to recess the open meeting and convene into a closed meeting, a roll call was taken, the votes of yeas and nays being as follows:

Yeas: Acting Chairman Butler and Directors Collens, Estrada, Gugenheim, Junge, Lerner, Velasquez and Wiese (8)

Nays: None (0)

Absent: Chairman Hammock (1)

THE MOTION CARRIED UNANIMOUSLY.

Acting Chairman Butler declared that the closed meeting was adjourned. The Board reconvened into the open meeting.

IX. Adjourn

As the agenda was exhausted, Acting Chairman Butler declared that the meeting was ADJOURNED.

Respectfully submitted,
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Hon. Jerry Butler, Acting Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Cook County Health and Hospitals System
Board of Directors Meeting Minutes
November 14, 2014

ATTACHMENT #1



JOHN JAY SHANNON, MD
CHIEF EXECUTIVE OFFICER
COOK COUNTY HEALTH AND HOSPITALS SYSTEM
REPORT TO THE BOARD OF DIRECTORS
NOVEMBER 14, 2014

CEO Report

- As of November 13th, 3,272 employees (53%) have complied with the **CCHHS Flu policy**. Employee Health Services continues to offer the vaccine throughout the system. The deadline for compliance is December 1st. Patients are also being offered the flu shot in all clinical settings. More than 12,000 patients were immunized in the month of October bringing total patient vaccinations to more than 21,000 since the initiative began in September. All pharmacy clients are receiving the attached flu shot reminders with their prescriptions.
- On Monday, November 17th, U.S. Senator Richard Durbin and Cook County Board President Toni Preckwinkle will host a roundtable at the Erie Family Health Center with patients who have benefitted from the Affordable Care Act.
- Eight CORE Center staff, Peer Educators and clients are among the fifteen individuals enrolled in the initial Community Health Workers (CHW) trainings at Malcolm X College and South Suburban College. This past summer, the Illinois General Assembly passed HB 5412, paving the way for statewide implementation of CHW certifications and related-funded activities.

Legislative Update

Local

Wednesday, November 12, 2014 the Nominating Committee established by the Cook County Board met to consider potential candidates to recommend to President Preckwinkle to serve on the Cook County Health & Hospitals System Board.

On November 13, 2014 Dr. Shannon and a number of CCHHS staff participated in the Kennedy Forum Illinois' inaugural event which launched with an afternoon of discussion focused on mental health and "the cost of doing nothing". The Kennedy Forum is a campaign to end stigma against mental health and substance abuse disorders. The Kennedy Forum Illinois is co-chaired by Sara Feigenholtz, Assistant Majority Leader of the Illinois House of Representatives and Peter O'Brien and is comprised of a diverse partnership of business and civic leads, medical experts, policymakers and advocates.

CCHHS has been working with the Cook County Office of Capital Planning on a redevelopment plan for the Stroger Campus. An informational Meet & Greet was hosted by Capital Planning for prospective bidders on November 14, 2014. The RFP for CCHHS' the Core Medical needs, which includes the replacement of existing administrative space, is expected to be issued on November 24, 2014.

The Cook County Finance Committee meets later this morning to consider amendments to the Presidents FY2015 Executive Budget Recommendation. The Board of Commissioners is expected to approve the FY2015 Annual Appropriation Ordinance this afternoon. FY 2014 ends November 30, 2014.

Two new Commissioners were elected to the Cook County Board on November 4, 2014. Richard R. Boykin will represent the 1st Cook County Board District which includes the west side of the city of Chicago, Bellwood, Broadview, Forest Park, Maywood and Oak Park. Luis Arroyo, Jr. will represent the 8th County Board District which is located on the northwest side of the city of Chicago and includes the neighborhoods of Avondale, Hermosa, Humboldt Park Logan Square. The President and the County Board of Commissioners will be sworn in on Monday, December 1st.

Wednesday, November 19, 2014 is the next regular monthly meeting of the Cook County Board.

State

A November 12, 2014 Senate Appropriations Committee Hearing on the State's 1115 Medicaid Waiver application has been canceled. No future meeting date has been identified at this time.

Veto Session is scheduled for November 19–21, 2014 and December 2–4, 2014.

Federal

On November 12, 2014 the Senate Committee on Appropriations held a hearing titled "U.S. Government Response: Fighting Ebola and Protecting America." Witnesses included: U.S. Department of Health & Human Services Secretary Sylvia Burwell, CDC Director Dr. Thomas Frieden, National Institutes of Health & National Institute of Allergy Director Dr. Anthony S. Fauci, and U.S. Department of Homeland Security Secretary Jeh Johnson.

The purpose of the hearing was to provide members with an overview of President Obama's Ebola funding request which includes the following:

- \$3.12 billion for the Department of Health and Human Services
 - a portion of this funding will be used for training purposes and protective equipment for healthcare professionals
- \$2.9 billion for the State Department
- \$112 million for the Department of Defense

The Department of Homeland Security did not ask for additional funding but may need some spending flexibility. It is worth noting similar requests have been approved by Congress under both the Bush and Obama Administrations.

The Committee discussed the need to fight the outbreak at its origin in West Africa; the need to protect America at the ports of entry to prevent the spread of Ebola in America; and the need to support the scientific and health community as they work to curb the spread of the Ebola and develop vaccines and treatments. The majority Senators participating in the hearing expressed the need to fight the spread of Ebola in West Africa.

Testimony from Homeland Security Secretary Johnson summarized initiatives underway from a passenger screening standpoint. Currently individuals are screened prior to departure from affected nations in West Africa and denied boarding if necessary. All passengers from the affected nations are funneled through five U.S. airports (including Chicago's O'Hare International Airport) with enhanced screening measures upon arrival. All ports of entry in the U.S. are prepared for secondary screening measures if anyone shows Ebola-like symptoms. The Department of Homeland Security has been working closely with the airlines that operate flights in the region with high risk passengers.

Secretary Johnson noted that the number of travelers arriving in the U.S. from the affected countries has dramatically decreased in recent months. At the beginning of the outbreak, the average daily arrival was approximately 150 passengers. That number is now closer to 100 and there are days when only a handful of travelers enter the U.S. from the West African nations.

Secretary Burwell (HHS) and Secretary Johnson (DHS) indicated Ron Klain is playing a critical role and having a full time coordinator in the White House is extremely beneficial to interagency efforts.

CCHHS/CCDPH Response to Ebola

Leadership from Infection Control, Emergency Medicine and Public Health continue to monitor the situation and work with the Chicago and Illinois Departments of Public Health, Cook County Homeland Security and Emergency Management, the CDC and our partners in the hospital community.

At this time, there are no confirmed cases in the United States and monitoring continues at O'Hare Airport.

Training on appropriate levels of Personal Protection Equipment (PPE) continues system-wide. To date, more than 500 employees have been trained.

The Cook County Department of Public Health (CCDPH) held a meeting for the hospitals in their jurisdiction on Thursday, November 13th to discuss preparedness, training and protocols for the potential transport of suspect or confirmed cases.

As a result of enhanced screening protocols in place at O'Hare, CCDPH remains on 'stand-by' to monitor individuals who may be at risk based on their travel history.

Calendar of Events

Select CCHHS/CountyCare Community Outreach events:

- | | |
|----------------------|---|
| December 1 | 2014 Chicagoland World AIDS Day event will take place on December 1 with a 10:00am press conference held at Rush University Medical Center. Invited guest speakers are: Toni Preckwinkle, Cook County Board President, Dr. John Jay Shannon, CEO, CCHHS, Dr. Larry Goodman, President & CEO, RUSH University Medical Center, and Captain. James Lando MD, Regional Health Administrator for the U.S. Department of Health and Human Services (HHS), Region V. |
| December 6 | CountyCare promotion at the We Care Health Fair hosted by M.A.C.E.I.O. at 1546 W. 63rd St., in Chicago. The Englewood Health Center may participate in this event also. |
| December 4 & 7 | CountyCare promotion at St. Gall's Church's Health Fair. |
| December 16, 17 & 18 | CountyCare and ACHN Health Center promotions at various holiday events hosted by the Housing Authority of Cook County. The locations are in the South Suburbs: The Richard Flower Housing Complex (Robbins), The Vera Yates Housing Complex (Ford Heights) and The Sunrise Housing Complex (Chicago Heights). |

Don't Let The Flu Stop You.



Protect yourself and your family.

Ask your doctor about getting your flu shot today!
Flu shots available at any CCHHS health center
around Cook County.



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

Flu season is here.

The flu (influenza) is a serious and contagious disease that anyone can catch – even healthy adults and children.

Why get a flu shot?

- Flu viruses are constantly changing, and flu vaccines can be updated from one season to the next. Last year's flu shot may not protect you against this year's virus!
- Your immune protection from the flu shot declines over time.
- You cannot get the flu from the flu shot.

Getting your shot every year protects you the most.

Already have your flu shot?

Here are other ways to stay healthy this season:

- Avoid contact with people who may have the flu.
- Wash hands often with soap and water.
- Avoid touching your eyes, nose, mouth to prevent spreading germs.

Ask your doctor about getting a flu shot today!

Source: Centers for Disease Control and Prevention



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

No deje que la gripe lo detenga.



Proteja a toda la familia contra la gripe.

¡Pregúntele a su médico cómo vacunarse hoy mismo!

Las vacunas contra la gripe están a su disposición en cualquier centro de salud de CCHHS del condado de Cook.



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

Ya estamos en la temporada de gripe

La gripe (influenza) es una enfermedad grave y contagiosa que cualquier persona puede contraer – incluso personas adultas sanas y niños sanos.

¿Por qué debe vacunarse contra la gripe?

- Los virus de la gripe cambian constantemente y cada temporada hay nuevas versiones de las vacunas contra la gripe ¡La vacuna de la gripe del año pasado posiblemente no lo proteja contra el virus de este año!
- La protección que le da la vacuna contra la gripe a su sistema inmunológico disminuye con el tiempo
- Recibir la vacuna antigripal no puede causarle gripe.

La mejor manera de protegerse es vacunarse cada año

¿Ya se vacunó contra la gripe? Aquí le ofrecemos otras recomendaciones para mantenerse sano y saludable esta temporada:

- Evite el contacto con personas que puedan tener gripe
- Lávese las manos frecuentemente con agua y jabón
- Evite tocarse los ojos, la nariz y la boca para evitar la propagación de los gérmenes

¡Pregúntele a su médico cómo vacunarse hoy mismo!

Fuente: Centro para el Control y la Prevención de Enfermedades



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

Cook County Health and Hospitals System
Board of Directors Meeting Minutes
November 14, 2014

ATTACHMENT #2

COOK COUNTY HEALTH & HOSPITALS SYSTEM

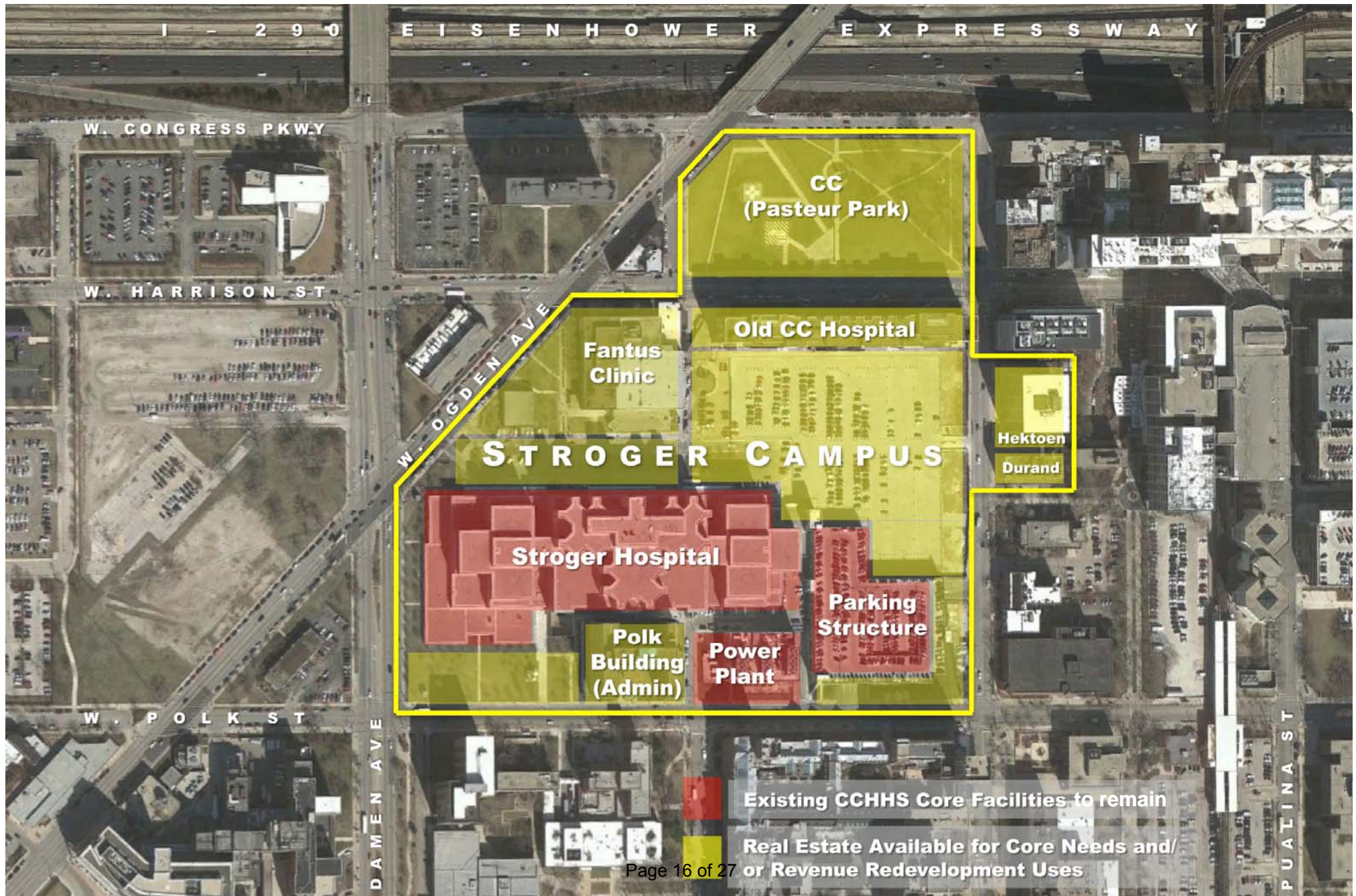
CENTRAL CAMPUS REDEVELOPMENT



PROJECT UPDATE

NOVEMBER 2014

CENTRAL CAMPUS REDEVELOPMENT PROJECT



CENTRAL CAMPUS REDEVELOPMENT PROJECT



PROJECT OVERVIEW

- *Address CCHHS' core medical needs at the Central Campus **AND** identify potential for redevelopment of available Cook County real estate*
- *Translate into master development programs that envision a broader, vibrant mixed-use campus for CCHHS, Cook County and the community*
- *Conclude with project implementation - two master developers to enhance the campus by leveraging inherent value and creating revenue for the County*

CENTRAL CAMPUS REDEVELOPMENT PROJECT



RFP SCOPE

- *Issue 2 RFPs for master developers*
 - *The first RFP will seek a master developer as a partner for CCHHS to explore and plan for core medical needs on the Central Campus*
 - *Fantus Clinical & Diagnostic Replacement*
 - *Administrative Space – Administrative Building replacement*
 - *Infrastructure - utilities*
 - *Parking*
 - *Amenities – food service, retail*
 - *The second RFP will seek an experienced, market-savvy, creative and skilled “master developer” that can unlock the value in the excess campus real estate, including the old historic hospital building, to enhance the urban area and produce revenue for the County*

CENTRAL CAMPUS REDEVELOPMENT PROJECT



RFP PROCESS

Core Medical Needs RFP is organized in two sequential steps

- *Part One - Proposers will provide qualifications and experience specific to CCHHS' stated needs, as well as each Proposer's strategic approach based on its review, assessment and understanding of the development program and objectives*
- *Part Two - Responses will be requested only from a small number of shortlisted Proposers selected pursuant to the Part One process. In issuing the Part Two RFP, CCHHS in conjunction with Cook County will provide more specific instructions and interaction to the short-listed developers to facilitate their submittal of detailed, strategic development proposals.*

CENTRAL CAMPUS REDEVELOPMENT PROJECT



RFP Timeline

Core Medical Needs RFP

- *Informational Session for RFP's – November 14, 2014*
- *RFP Issue Date – November 24, 2014*
- *Pre-Proposal Conference & Tour – December 16, 2014*
- *RFP Response Dates*
 - *Part One - February 4, 2015*
 - *Part Two – May 6, 2015*

Market Rate Development RFP

- *RFP Issue Date – December 18, 2014*
- *Pre-Proposal Conference & Tour – January 9, 2015*



Strategic Considerations Clinical and Diagnostic Services

- *Development of ROC concept from Vision 2015*
- *Determination of optimal services at current ACHN sites*
- *Assessment of gaps in services*
- *Assessment of CountyCare utilization insights*
- *Avoiding duplication of costly services*
- *Assessment of Specialty Care Center at 12 years*
- *Goal of avoiding increase in debt service*



Strategic Considerations Clinical Assessment

- *Fantus Clinic Replacement – 60,000 to 80,000 square feet*
 - *Existing services: 244,000 annual registrations*
 - *General Medicine Clinic (GMC) – Adult Primary Care*
 - *Ambulatory Screening Clinic (ASC)*
 - *Gynecology*
 - *Medical Specialties*
 - *Pediatrics & Pediatric Sub-Specialties*
 - *Psychiatry*
 - *Laboratory*
 - *Pharmacy*



Strategic Considerations Space Assessment

- *Facilities Review of Existing Sites*
 - *Availability*
 - *Capacity*
 - *Maintenance Requirements*
 - *Purpose*
 - *Capability*
- *Inventory and Catalogue*
 - *Categorize*
 - *Current and Proposed Needs*
 - *Location*
 - *Special Needs*
 - *Number of People*
- *Collaboration with County Capital Planning and Real Estate*



Strategic Considerations Administrative Space

- *Review of County space allocation guidelines*
- *Assessment of services critical **re** proximity to Stroger*
- *Review of storage*
- *Review of administrative support*



Strategic Considerations Parking

- *Overall assessment and parking plan part of RFP*
- *Goal of uniform approach across system, prioritizing patient needs*
- *Anticipate disruption during construction of CCHHS facilities as well as neighboring work in IMD*
- *Thoughtful approach re patient, visitor, employee travel challenges*



Strategic Considerations Options and Alternatives

- *Geography*
- *Location Needs*
- *Adjacency*
- *Data, Communications, Utility Requirements*
- *Ability to Staff*
- *Building Modifications*
- *Staff and Patient Access*
- *Staging and Phasing*
- *Regulatory*



System Board's Role In the Process

- *All CCHHS facilities are governed by the Board pursuant to its enabling ordinance*
- *Planning, development and funding of major capital projects are through the County's Department of Capital Planning in coordination with the System and the Board*
- *System and Capital Planning through the County, have an Intergovernmental Agreement with the Illinois Medical District to work cooperatively on development of County properties located within the District*
- *System Board approval is required for any procurement of \$150,000 or greater paid out of the System's budget*